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Governance in civil society organizations

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Broadening Participation through Civil Society

- **Unit one:** civil society and the government
- **Unit two:** wise governance
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Overview

Project of expanding participation through civil society (participation) is a three-year project designated for promoting civil society participation. The project is financed by the U.S. Agency for International Development and implemented by Mercy Corps & Partners including the American Inter news, the International Center for Not-for-Profit Law (ICNL), Mercy Hands for Humanitarian Aid (MH) and the Public Aid Organization (PAO).

Moreover, the Project aims at pushing democratic systems in Iraq to become more participatory and vital; as the civil society always deepens social and political participation scheme among citizens. The project , during its phases, will focus on initiatives animating at: Expanding the area of citizen active participation in the democratic, economic and social development in Iraq, improving institutional and organizational capabilities of main groups of civil society originations , increasing the impact of the civil society on public policy decision making, enhancing legal , enabling and regulatory framework in which the civil society works and building based on the nine year collective experience in assisting the Iraqi civilians who suffered losses from the warfare.

Unit one

The civil society and governance

Introduction:

The recent developments and changes in the political, economic, social and cultural environment encouraged to pose concepts and mechanisms were not posed in the past and never discussed not only from the government but even from the representatives of the private sectors. After the recent changes and developments, there were many concepts and values surfaced such: develop plans for participation based on the study of the needs, the priorities of the community, voting in the elections, decision making, playing roles, transparency, accountability, networking of the organizations and unions, gain the support on the grassroots level, etc. The NGOs which are supported by international parties and the governments started to understand these concepts and values but there is a need for further understanding of these concepts and those organizations have to keep all the achievements they made in the past and use the knowledge they acquired for future plans. There are many issues and cases should be tackled and discussed such as the activation and empowering the mechanisms of the local leadership/governance at the level of NGOs, the syndicates and the federations within the framework of the civil society. In this piece of research, we will talk about some of them and there are further topics to be tackled which have the same importance like the other issues mentioned above. For the above mentioned reasons, we do encourage the NGOs to use the channels of communications and approach libraries and information centers and the educational resources whether they are affiliated to any societies or if they have any interest in this regard.

First: the definition of civil society

Civil society term refers to voluntary activities organized by a group of team who have joint values, objectives and interests. These activities done by the civil societies include provide services, support of independent education, or influence on the general policies. Regarding the latter activity; it is allowed for the citizens to rally out of their offices to share the information on the policies or use pressure or punish the policy makers or reward them.

Second: historical background regarding the concept of civil society

- The concept of civil society appeared in the Greek civilization when Aristotle defined it as " a political group subjected to laws and provisions" because at that time he didn't recognize between the state and the civil society.
- The concept of the state in the then European policy meant any political rally which its members were the citizens familiar with the provisions of the state and they act according to them.
- The concept of civil society developed at the end of the eighteenth century in the European political thought when it had been connected to the capitalism and its productivity. The centralization of the power and authority was posed and all the movements from the society and the communities were considered the best ways to protect the people from political despotism.

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In the nineteenth century, the political thought in Europe saw it was so necessary to reduce the state dominance and enhance the civil society powers which states that the government must have limited rule and the civil society to run its affairs by itself.

The second change which happened in the nineteenth century when Karl Marx considered the civil society is used as a field for class struggle.

In the twentieth century, the concept of civil society gained a new frame and it wasn't considered as a ground for economic competition but also an arena for ideological contest and there was a separation between the political and ideological dominance.

The capitalist relations grew in Europe in the seventeenth and eighteenth century and the community divided in classes which had different interests and conflicted with each other, the capitalism should have adopt mechanisms to manage this conflict and contain it to stabilize the community. The European capitalism succeeded to achieve its goal by employing two mechanisms: a mechanism called direct control by the state entities and institutions and the other mechanism was the ideological and cultural dominance through the non-governmental organizations which their individuals work voluntarily to address the social issues and better their cultural, economic and livelihood status.

The importance of the second mechanism comes as it corresponds with all capitalist values which the community classes have to accept it and dedicate ways and methods to protect it. Thus, the ability of the dominant class is confirmed to manage the conflict in the community in accordance with the capitalist system and its

ideology. Due to this change, we have three outputs which are considered different but incorporated at the same time; the society, the political society and the civil society. The society refers to the organization of the people's affairs socially and economically and determines the relations between its members and the conflicts might occur between them. Meanwhile, the political society is the state's society including the establishments, the institutions and the political parties which pursue to control the power or pressure on it.

The civil society comprises of the non-official individuals and bodies which are considered effective in educational, economic, domestic, health, and charitable activities. Civil societies consist of entities which are called in sociology the minor societies like the trade unions, workers guilds, labor and vocational syndicates, companies, commercial and industrial chambers and any voluntary institution related to them. Call for civil society means empowering the mentioned entities to share the responsibility to run the society in a better way. Some concepts are excluded from the work frame of the civil society such as the family, the tribe, the clan, the sect, the ethnicity, or any movement related to religious trend. Also, the political and governmental institutions are excluded. We have to understand that we cannot establish powerful society within impaired government because both have mutual role and cannot be separated from each other. The exclusion of the political parties from the framework of the civil society does not mean that those parties are irrelevant to the process because political parties are considered the pilots of the community which try to come to power and establish civil community.

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We see that there is joint ground between the civil society and political community. The civil society is the outcome of the capitalism in its stages but we cannot say that it is absolutely the output of the capitalism. Civil societies can be considered as tools that can be used to achieve public or private interests and may serve the different classes of the community in addition to trade unions and the small unions amongst the producers and consumers.

Some concerned people in the Arabic counties were wrong when they had negative attitude towards empowering the civil society because they thought that the work of those NGOs is within the context of globalization and they have been supported by capitalist states. Those people didn't realize that civil society involves many popular and grass-roots level organizations and they have been established in the Arabic communities a century ago when the local societies started in the nineteenth and the twentieth century in addition to many NGOs in that regard.

Civil society is an integrated network which establishes the relations between its individuals themselves and the state on the other hand. This relation is based on the interests, benefits, contracting, understanding and differences, rights and duties, responsibilities in addition to the accountability of the government if necessary. There must be voluntary work and social, economic and cultural feasibility that embody the cornerstone of the civil society.

Civil society is independent from the government supervision to a considerable extent because it works based on self-management and the soul of initiation, team work, enthusiasm to serve the

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public and defend the rights of the vulnerable people and it enhances the role of the individuals by employing wide networks of institutions.

The importance of the civil society and its institutions appears based on the role that plays in organizing and activating the participation of the people in their self-determination and struggle against the policies that effect on their livelihood. Civil society raises awareness about self-initiation and building institutions which lead to enhance their role and attract them to the participation in the historical events by changing the governance in their communities. In this regard, the Italian thinker Antonio Gramsci sees that the civil society looks like a field for internal conflict between the political and intellectual parties of capitalism where the bourgeois class practices its cultural dominance and works against the working class of the community. He sees that this concept is based on the conflict not based on the capitalist issue because the working class and the proletariat have to stand against the ideological and cultural trends of capitalism.

This action done by the civil society enhances its independence and its role to protect the normal citizen from any oppression. This also enables the society to pressure on the state's policy. According to Gramsci, this civil society is one of the cornerstones of democracy and has a great role to build and support it. We can recognize the relation between civil society and democracy through our following of all the aspects related to the civil society and its components. And we can know more through our study of the common characters between them.

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After studying the academic and historical development of civil society term, we conclude that the civil society is " a group of free voluntary organizations which fill the gaps between the family and the state which there is no option in its membership", these free voluntary actions are to achieve the goals and objectives of its individuals or pursue to serve the community members or to conduct humanitarian practices. These practices and activities are committed to values of respect, satisfaction, tolerance and the peaceful management of differentiations. Civil society has four bases:

- Willing or voluntary work
- To be existed in form of organizations
- Accept variety and differences between oneself and the others
- Not to pursue to reach the power

The illustrative film explains the concept of civil society and its objectives.

<https://www.youtube.com/watch?v=0ZXhZDZDpVo>

Third: the components of civil society

According to this definition, civil society means any social organized entity established based on membership and follows voluntary role and its membership is not based on inheritance, kinship, loyalty to tribe or clan. The forms of the civil society are as follow:

- Vocational syndicates
- Trade unions
- Social movements
- Cooperatives
- Domestic societies

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- Clubs of teaching staff in the universities
- Sports and social clubs
- Youth centers and student unions
- Commercial chambers and businessmen unions
- Development NGOs and woman and human rights and environmental centers
- Press and mass media
- Centers for researches and cultural societies

In addition to the above-mentioned entities, we can add other traditional organizations such as mystical and endowment entities which can be considered regular organizations in the Arabic communities for centuries before the foundation of modern NGOs.

Fourth: the government

Governance and its derivations are considered as new terminologies added to the Arabic lexical terms.

Governance is the action conducted by the management of an entity. This management is related to the decisions which determine the expectations or providing authority or checking the performance. Governance comprises of either separate process or it is part of a specific responsibility. Sometimes it can be defined as a group of people form the management of the government to run these processes and systems.

When we talk about an organization whether it profitable or non-profitable, the governance means a coordinated management and adherent policies and processes in addition to decision making as a part of responsibility. For example, management at the level of the

companies might consist of the development of the policies regarding privacy and internal investment in addition to using data. In order to distinguish between governance and government, governance is the activities that the government conducts. The government sometimes is geo-political (national state), or governmental companies (commercial entity) or socio-political government (tribe, family, etc.). Meanwhile governance means the practice conducted by the authority and political party even though the government is the tool (generally) which conduct the on grounds practices. Sometimes the governance is used as synonym of government as it is used in the Canadian slogan "peace and system and good government"

The origin of the word is derived from Greek term (κυβερνάω, kubernáo) which means guidance or direction, Plato used it for the first time figuratively and then translated into Latin and the other languages.

Fifth: the processes and the government

Practically, governance is used in any organization or entity regardless its size (starting from one single person till the human being level, governance can be employed for any purpose either good or bad or for profit or not. The reasonable purpose behind governance is to confirm (sometimes on behalf of the others) that the organization has a feasible system and method and these lead to positive outcomes and tends to avoid the bad tendency as possible.

In the same context, the good governance consists of a set of connected attitudes practices coercive power on behalf of the

ruled people and uses good examples and does its best to avoid the bad examples through making the decisions which determine the expectations and give authority in addition to checking the performance.

Politics provides all the tools which empower governance, for example, the people may expectations through political activity and they may give the authority through the political work or they evaluate the performance based on behavior of the societies and team works and also any group of people who are in some objective activities.

Sixth: institutional governance

OECD organization defined the institutional governance as a set of relations between management, the board, the stakeholders of a society and the other parities which have an interest with that institution and also it shows the mechanism which displays the objectives of the institution and the methods to achieves those objectives and check its performance. Institutional governance promotes the institutional performance and supports the executive management and motivates it to reach its goals and finds an easy way to monitor its activities and better use of its resources.

Unity is regarded very important for better future performance and aims to support confidence in the unit activities to work as an independent party to manage the finance of the general institution for social security in good manner. Institutional governance also shows the mechanism of communications between investment

unit and the board of social security because it has guardianship on the finance of the social security,

The scope of governance is based on four guiding principles:

Justice: justice in dealing with the stakeholders (the board of the institution, its personnel, the volunteers, and auditing authorities)

Transparency: so that the relevant and respective parties can evaluate the activities and the projects of the organization and its financial performance.

Accountability in the relations: between the founding committee, the board, the executive committee and the other relevant parties.

Responsibility: clear responsibility and authorization between the relevant parties.

Unit two

Good governance

Fist: definition of wise governance

It is general term used in the literary of development to describe the method of running the general institutions and general affairs within the general resources to guarantee keeping human rights. Governance is described in decision making and decision taking (the taken or not taken ones) " the extent of governance which could be applied on the national and international organizations, the local governance or it is used to define the reactions between the other sectors of the community".

The concept of (wise governance) is used to make a comparison between inactive economics or the policies which has emerging economies. Most of the successful governments in the modern world are in the democratic liberal countries in Europe and the Americas. The criteria of institutions in those countries can be used as comparison with other countries to rate them. The wise governance can be rated according to the commitment to the agenda of the international organizations which means that the wise governance could not be rated in one way.

Good governance: good governance means the activation, enhancement and development of the citizens' skills in all the fields of life in order to build safe and just civilized country. Good governance builds international community with justice and ethics which respects human's sanctity and dignity and safeguards the environment and achieve peaceful life between the communities.

The term " good governance" is used to some extent and it is used in the western modern literature.

Bad governance is the opposite of good governance which has been used since two decades ago. The standard can be measured according to comparison to the European and American liberal model which is considered as an example of liberal democratic governance. There are many models on the world and we can get much benefit from their programs and the humanitarian experience that they have in addition to the concepts that can be beneficial for other governance applications. Dr. Gaily present four bases of the good governance. He sees that the good governance is a guiding, rightness , beneficial and charitable governance.

The first base is guiding: this leads to guidance and it is against misleading and illiteracy. The officials should be educated, have experience, academic, integrity and power. The powerful people do the right things and keep order.

Second base is rightness: rightness is related to its nature which avoids the corrupt channels and establish sound governance

Third base is goodness: which aims to spread goodness and good willing between the people and prevent them from any harmful action.

Fourth base is benefit: which belongs to its outcome and the benefit to be delivered to the people from the application of this governance.

Second: the internal governance and the function of management
The organizations and the communities are run by a team of volunteer leaders with a group of staff who have a great role in

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activating the performance of the organization in addition to keeping the vitality of the organization. The basic formation can be created from the above mentioned people who can be divided into two groups:

- General assembly and the board
- The working team in the management of the organization.

The general assembly and the voluntary committees and the management committees are responsible for the internal governance of the organizations meanwhile the professional voluntary staff occupy the responsibility of management functions. Each group has its own role, the voluntary leaders in the first group concentrate on building the basic entity of the organization and provide the necessary needs for its continuity of developing visions and policies. The first group then participate with the staff in decision making and the strategic plans (the work is joint between the two groups in the development of the strategy of the organization or the society). In order to create an active organization, they have leave the executive and the daily management tasks for the executive manager and the other staff working with him either they are professional or work as volunteers.

Eventually, the internal governance of the organization works to achieve the credibility of the assembly before its people and it empowers its legibility inside and outside the organization. The work of the management is merely concentrate on activating the performance.

This is the difference between the internal governance processes and the management activities, and it is very important to distinguish between the two levels of the internal work and distinction between the domestic associations and the voluntary organizations in Iraq is the key to activate the civil work in our community. There is an overlap in understanding between the two scopes for example, when the member of the local council intervenes in the tasks of the executive manager. This leads to impair the function of the board management in addition to the work of the local councils. Sometimes on the contrary, the executive takes absolute rules and works individually and the board of the management loses its effectiveness accordingly.

In the new millennium, attention to this concept increased to keep abreast with the new legislations in the world which witnessed many changes. In 2010, there was a new legislation regarding NGOs law number 12 which stipulates on the freedom of all associations and societies to practice their activities in various social fields with multiple activities. This has provided the opportunity to manage and develop the financial resources with its own economic efforts in addition to the donation which receive from other parts.

For more information, see our link on youtube

<https://www.youtube.com/watch?v=o2tBoijhEXE>

Good governance Provides guarantees and protection for the founders of the organization and ensure their rights starting from determination of the activity and joining the other unions when necessary. In addition, providing opportunities to select leaders for

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these unions and this selection to be conducted by its members without any intervention from the management department.

The practice of good governance in the organization resists the financial and management corruption and leads to transparency and accountability. Through this policy, any citizen will make sure that the organization adopts its programs to achieve development for the society. This can be done by getting acquainted with decision making and the cost of providing service and the quality of that service.

Good governance helps to create teams in the local associations and prepare successful group of the future leaders and gives opportunities for the others to be members.

It also helps to determine the objectives and how to achieve them in addition to check the performance and insurance of sustainability by using a method studies the priorities of the community and helps them to avoid the financial crises and measure the economic revenues and the best using of the resources and evaluating the work of the organization.

We can say that the practice of the good governance leads to:

- ✓ Existence of justice and transparency and treatment of all the relevant parties of the domestic association with integrity
- ✓ Prevent the members of the local council to use their own power to make illegal gains or wasting the money of the association
- ✓ The development of the human and financial resources of the association.

Fourth: the factors which influence on the continuity of the organizations and their relevance to the government. There are

many factors which influence the continuity of the organizations as follow:

- The quality of the members and the boards and the staff
- The ability of the organization to determine the principles of membership and identify its needs
- The employment of the staff who are hard-working and committed to provide the services that the members need
- The ability of the organization members to direct its policies
- Clear job descriptions which determine the duties, the powers and the responsibilities for the all staff in the organization
- The success of the organization to attract the members and keep their membership
- Management and financial system to able to set up the dates to pay the fees of membership and not to be late to get them
- The ability of the organization to develop a financial plan in accordance with the expected outcomes
- The ability of the organization to invent new ways to increase its income
- The ability of the organization to provide good communication channels with the community



Second day (belong to) the second session

Unit Three

The roles and the responsibilities of the governance functions and management in the organization

First: the general assembly

The general assembly is the highest authority in the organization which elects the members of the board and dismisses them and makes the important decisions, as per the organization's law number 12 in 2010, the general assembly must be called for a meeting once annually and it is preferred to be within the four months following the end of fiscal year for the following purposes:

- The budgeting and the final account
- The report of the board on the work of the year
- Report the auditing of the accounts

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- Election of the board members and replace them with the ones whom their membership is not valid anymore.
- Appoint an auditor and determine his fees.
- Other activities the board determines.

Also, it is allowed to call the general assembly for unusual meeting for the following reasons

- Make an amendment of the organization's system or dissolve or merge it with other organization
- Terminate all or some of the board members
- Or any other issues that the board sees are necessary and make decision about them.

Second: the responsibilities and the roles of the board

The responsibilities of the board are similar generally but the method of its staff performance is different from an organization to another for many reasons:

- The harmony and the variety in the board
- The evaluation of the personal interests
- The level of agreement about the message of the organization.

But we can say that when the boards of the organization gets to the top of performance there would be joint vision and expectation and then the issues and responsibilities will be clear.

The following includes the responsibilities of the board in an NGO

- Write the message of the organization and determine its objectives in a clear way
- Select the executive manager and support him in addition to evaluate his performance
- The strategic plan
- Provide necessary funding for the organization and insure its sufficiency.

Manage and develop the resources actively

- Manage the human resources and enhance its voluntary resources
- Monitor and develop the programs and services of the organization
- Enhance the relation of the organization with the government and obtain the local support
- Ensure legitimacy, morals and commit to the responsibilities in work
- Guide and direct the board members and evaluate the performance

Third: functions and tasks of the executive manager

The roles which the executive play is different from an organization to another and according to the objectives that are required to be achieved in addition to the expectations to be fulfilled.

The executive manager guides the board and directs it into different options. The board has the final power to determine the

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policy it prefers, however, the power the executive manager enjoys makes him the real determiner to play the key role in the management of the organization.

The following includes the functions of the executive manager in an NGO

- Deliver and interpret the message and the vision of the organization
- Participation in planning process for the activities of the organization
- Fundraising
- Manage and allocate the resources of the organization and supervise its financial affairs
- Manage the personnel affairs
- Manage the program of the organization and supervise its programs and services
- Announce the organization and deal with the external environment
- Gain information and deliver it and create participation and manage the meetings.

Contribute to develop the role of the board and enhance its power

- Evaluate the performance and the outcomes regularly
- Eventually, we have to confirm that the above mentioned tasks for governance and management are not independent from each other absolutely and merge with each other sometimes. The more harmony and systematic work, the better performance by the organization.



Unit Four

Transparency and Accountability

First: transparency: reveal and discuss the facts and he should inform the members and the citizens about the details of that discussion and refer to any defect or failing in the system internally.

When the system achieves the rules of transparency and flows the information to the organization members, it will become closer to apply the principles of good governance

The transparent organization is always willing to involve the others in its information and the data or any decision made and it has readiness to discuss the topics and issues in an open and free way. And it is also ready to accept any criticism from its members. Self-

criticism should reflect on its policy in the annual report and the evaluation of its activities and programs. The decisions of transparent organizations are made through voting and it reveals the meeting minutes to the others and every member is allowed to see the documents of the organization and attend the meetings of the general assembly. In addition, it gives the right to the general assembly to be informed about the final account and the annual budget in the annual meeting.

Transparency of the organizations and the private institutions should be available for the general and private people, the principle of transparency is connected to records, documentation and writing reports to be available for all the staff to read them and be fully aware about the activities of the organization and decision making process.

These records include

1. Stat of the numbers, figures, number of absentees, number of meetings, the results of voting in the board.
2. Descriptive record with details about the different relations between the personnel and the external groups and this record contains the citizens' records, the activities, management records.

The importance of transparency

1. Gives an opportunity for real participation for all the parties in decision making and monitoring
2. Encourages to competition to achieve the goals of the organization
3. Activates the mutual communications inside the organization and the external parties through the exchange of information.

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4. Ensures the satisfaction of the targeted people
5. Prevents hatred, conflict, malice and social diseases.
6. Helps to cooperation and encourages to form active teams
7. Raises the efficiency in achieving objectives
8. Helps to achieve the sustainability of its projects
9. Helps to select the appropriate means to achieve the objectives of the organization
10. Reduces evasion of responsibility and helps every member to bear errors.
11. Raise loyalty and affiliation soul between the community members.

Third: board meeting

- a. Good preparation: the bylaws of the organization stipulate that the members should meet regularly to make decisions about the activities either about financial issues and resources or about the legal cases or the relation inside and outside the organization. The meetings should be fruitful in order to fulfil its achievement, and sometimes the meetings are fruitless.
- b. The essence of the board meeting

There is connection between the board meeting and good governance where the policies are made and applied. This makes the meeting important and need special preparation. The purpose behind the meetings is for better use of the time to get benefit from the experience of the members, the members attend the meetings and spend time at the expense of their own time just to serve the organization where they present their experiences and contribution. The role of the board is to set up the general policies without going into the details of daily executive management. The discussions should reflect on the decisions made by the board and

the meetings should be in accordance with the role of the board regarding the preparation and holding the meetings.

C. factors to board meetings success

There are many factors help to succeed the meetings of the board: Precise determination of the meeting duration: the time of the meeting might be so long for many reasons like having long conversation or talking about topics out of the agenda or any other reason leads to prolong the duration of the meeting. There should an agenda for the meeting in order to save time and go into other useless topics irrelevant to the issues of the organization. There should be determination of the meeting objective and for this reason we have to be careful about the time of the meeting so that we might not engage the staff at the expense of their own time. The long meetings tire the staff and the meeting loses its feasibility. The member might not come to the meeting if he feels that the long meeting takes a long time from him and effects on his daily commitments. All the mentioned situations impair the effectiveness of the meeting and perhaps a few members in the organization dominate the meeting and the affairs in the organization

– Availability of information: the availability of the information before, during and after the meeting. Exchange of information is considered a factor for a success especially if there is need to revise some documents during the meeting and this might take a long time. For example, the reports of the committees and the proposals and balance sheets. This information cover the financial and the policy information of the organization and this must be

briefed and relevant to the meeting's agenda. The information might be useful if it is presented to the attendees to enrich their vision and help them to decision making.

The goal behind the meeting: to hold a meeting, there is a need for good planning with concentration on the goal of the meeting. The meeting might pursue to achieve many goals and supposedly, the goals of the meetings might be similar but still every meeting has a goal which is different from the others according to the nature of the topics and the consequences the decision making might have in addition to the changes might occur and make that meeting sound different from other meetings.

Planning of agenda: a good meeting has some attributes

- The objective of the meeting should be clear
- Avoid repetition of mentioned topics in the previous meetings
- Avoid selecting inappropriate time for the meetings
- Make sure that the time of the meeting is suitable and provide the necessary equipment for it
- Select a time for the meeting and divide the tasks in the agenda according to the priority
- The agenda should be delivered to the members before the meeting so that they have enough time to read its components.

Management of the board meeting

- The role of the committees in the preparation
 - The committees have an important role to help the board members make the subjective decisions refers to deep study because the board members do not have sufficient time to study all the cases to make a sound decision. The task of the committees is to conduct a detailed study of the issues because they have great experience or they may ask for help from experts out of the committee. The meeting organizer has to make sure about the work of the committee and make sure that the committee is already informed about the appointment and the agenda and all the showing data equipment is available such as overhead projector, etc.
 - Make sure that the revenue is equal or more than the cost
- The direct expenses such as drinks, copying the documents and other expenses are only considered, the time that the members spend back and forth to the meeting is also considered. The importance of the topics to be discussed is also to be considered. The cost of the meetings is fixed and stable but the revenue of every meeting is different.

undeclared agenda for the meetings, some of the members come to the meeting and they might possibly have their own agenda which serve undeclared goals of their own, regardless the legitimacy or illegitimacy of the topics in the agenda, a good preparation for the meeting helps commit the agenda and the discussion to be held accordingly. This could be done through the following steps:

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- set up the agenda that meets the needs of the participants
- determine a timeframe for the meeting
- allocate specified time for every part of the agenda
- Arrangement of the agenda: the arrangement of the agenda influences the flow of the discussions. It is preferred to place one or two issue agreed between the members and do not raise any controversy. If there is any controversial case, you should put it in the first place to be discussed at the beginning and then go into the details of the other issues. The meeting should attract the attention of the audience and must have special outcomes, there must be an estimation of time for each part of the agenda and the members should be informed about the estimated time before going into the discussions.

The board members must have an agreement at the beginning about the agenda and the time allocated.

Information system

The provision of the necessary information for board meeting might not be useful unless it is presented on time so that the members can digest the information and can use it easily. Some information should be presented before the meeting and sometimes after the meeting according to the necessity. The information system supports the work of the board members inside and outside the meeting. The information should be collected and presented to the board members and the personnel in the assembly whenever it is necessary. This helps to support transparency and conduct subjective evaluation for what have been done.

Evaluation of the board meeting

It is necessary to evaluate the board meeting because it is considered the only way to activate its performance and the evaluation should be conducted when the meeting is held. In The 1-day meetings, the evaluation is conducted in three separated times through the day and evaluation is conducted in the middle of the meeting for the meetings which last one day. Regular evaluations make the members monitor their performance continuously. There must be an evaluation at the end of the meeting because many times arguments and debates happen in the meetings and the members become nervous and feel that the issues haven't been addressed. The evaluation at the end of the meeting might have a positive impact on the psychological situation of the members and they may overcome the negative psychological effects which rise from differences in points of view.

Challenges and solutions

Board meetings face challenges that might impair their action. Some of the challenges are:

1. Agglomeration: management board comprises of a group of members. It is normal to have personal relations which lead to create small groups their members are familiar to each other and this we might call it agglomeration. This group may adopt ideas and defend their ideas at the expense of the other ideas. The formation of the committees for the board consists of members is selected randomly so that they have a chance to mix with the others and find common ground between them.
2. Feelings and the previous thoughts: the meeting might start meanwhile the members have negative feelings about the

previous meeting. The bad impressions about the previous meeting must be addressed and these thoughts can be a reason to have fruitless discussions or aggravate the differences between them.

Preparation list for the board meeting

- Determine the objective of the meeting
- Prepared and approved agenda
- Timeframe for the meeting
- Estimate the number of the attendees and have information about them
- Divide the time for each part of the agenda
- Book and equip the place of the meeting
- Send the invitations on time
- The location of the meeting fits the audience'
- Inform the respective committees about the meeting
- Provide necessary information
- Budgeting for the meeting
- Time of holding the meeting fits the participants

For better management every part can be linked in the reference in specified date before the meeting, for example

Set up the agenda and get the approvals of sending the invitations before a month of holding the meeting, sending the invitation and agenda three weeks prior to the meeting.

Fourth: accountability

Accountability is one of the most important principles of good governance for the organization and the different parties should be asked and be accountable for the ruling functions and they

should provide convincing data for all the decisions they made because this is considered as the policy which links the individuals and the groups to each other inside and outside the association. The association is relevant to the accountability cases before the members/personnel/ volunteers/ and donors according to the moral standards and values. Accountability is the commitment that the civil society organizations should present the accounts about the nature of their work in order to raise the efficiency.

The importance of accountability:

- Accountability aims to enhance and provide efficient services to the target people. Good governance system is the auxiliary device for the assembly or the organization for better policy practices. In addition, accountability helps to achieve that goal efficiently and effectively.
- The application of accountability system increases the ability of the organization or the assembly to achieve the required and subjective goals which leads to enhance the activity of the institution.
- Application of accountability will support the people and the members in the management and good governance through the mechanism that urges the people out of the organization to come and work in scope of organizations and the system should set up integral bases to achieve accountability and the official become responsible directly before the members and before the people inside and outside the organization. The preparation of regular reports about its activities and distribute them over the organization members and the government entities and the donors and the community members. The assembly shall make a

yearly query about the satisfaction of the members and the number of the beneficiaries from that organization.

Sixth: the existence of accountability indicators

The typical situation is that each member in the organization has the right to be acquainted with the board's decisions and the reasons behind making those decisions and accordingly, the board shall respond to his request, there is necessity to make regular researches about the level of satisfaction about the board's performance and the results of these researches. The outcomes of that research must add some amendments to the board's policy which creates credibility on the work of the organization and prevents possibility of any internal conflicts. For this reason, we can see the importance of accountability as one of the means to get information about people work with the organizations. This leads us to raise two questions, does the organization adopt the accountability?

To answer the question, we have two indicators explain the level of adoption of accountability and we supported these indicators by some technical aids which help the organization adopt accountability issue.

First indicator

" The organization makes revisions and distribute the special reports about the work of the organization members and the community members.

The importance of this indicator is coming from the importance of the reports which can be considered as a tool to collect information, following up, recommendations and suggestions which reflect the activities and the programs of the organization and the level of advance, each member in the organization has the right to know what level the organization reached.

To apply this indicator, we have to know about (the board- the reports organizers)

First: regarding the board

- 1- The board shall be convinced about the importance of the reports and understand the role of the reports in planning process through adopting the ideas and discussing them by the head of the organization and the discussion must be on the scientific material attached 1 (accountancy) about the accountability and accountancy.
- 2- The board selects the appropriate report and these reports to be explained with regarding the explanation of the following (time dimension/ the goal behind report/ the contents of the report/ the form of the report/ the person in charge and the report directed to who)
- 3- The organization can have checking document of implementing this phase which consists of a minute of a group of meeting minutes of the board meeting and then the reports to be discussed and explained according to the need of the organization).

Second: regarding the report organizer

- 1- The report organizers to be assigned by the knowledge of the board and they may be for example (the executive/ heads of the departments/ secretary of the board/ treasurer/ financial manager/ follow-up officer/ program manager, etc.)
- 2- The report organizers are nominated to attend a training course about how to prepare reports and provide them with the information and skills namely writing skills.

Third: regarding the publishing of the reports and their reliability

- 1- The reports to be sent and shown on time on the board which is going to discuss all the recommendations and take necessary decisions regarding them.
- 2- Share the reports, the board shall make a decision about the necessity of publishing and sharing the reports :
 - Report on the personnel's efficiency : sent to the personnel themselves
 - Report on the activities: to be published to the target people of the activity
 - Financial and annual reports: published to the respective parties (management party/ the donors, etc.)
 - Report on the accomplishments of the association (management part/ general assembly/ the members/ grassroots personnel, etc.)

Second indicator

The organization makes a query about level of satisfaction concerning the work of the organization

The queries are not objective but they are considered as tools to know the level of satisfaction about organization's performance and set up the standards for the board to work through it and try to develop the performance of the organization which meet the needs of the members and gain their trust. The organization activates their role so that the association reaches its objectives through presenting good services to the target people. Make a query between the members creates trust and confidence between the members and the board and there are many queries which measure the satisfaction of the members or personnel or the beneficiaries from the service. The organization shall make a yearly query –at least- to measure the level of satisfaction of the organization's performance and in order that the organization could conduct that query, it takes the following steps:

1. The board discusses the importance of the queries to develop the performance of its performance through its documented sessions.
2. The board will specify the target group of the queries (personnel/ members/ consumers/ specific parties, etc.) and t sets up the dates for the regular queries
3. Query team makes planning sessions to design the form and select the people to be queried through survey or randomly and select the data collector and the time for collecting data

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4. Data collector goes to the target people and collects data with neutrality and in its time.
5. Query team organizes the responses of the query and collect them to know the consensus on views
6. The results to be analyzed and some problems to be addressed. The solutions will be in the form of recommendations
7. The results of the query to be shown to the association board to discuss the recommendations and make decisions in that regard.
8. The query report, its results, the recommendations and the relevant decision to be printed and published by the following ways:
9.
 - By mail to the target people of the query
 - Place a copy on the bill-board of the organization
 - To be sent to the respective parties
 - To be shown to the members and the target people in private sessions
 - To be shown to the general organization in its regular meeting

Seventh: the levels of accountability in the good governance

We can look at the accountability in the general management as an ongoing process starts from traditional issue which focuses on the inputs of the organization and ends with the outputs and between the two levels of accountancy, we have another two levels: the accountability of the program which tackles the issues and the accountability of the process and the activities where the inputs are turned into outputs.

The accountability of the program

The accountability of the program focuses on the results of the activities related to an association or organization. The prepared programs to be applied on the objectives of general policies and thus the accountability shows the actual performance of the organization:

1. Is the application of the program in accordance with the specified goals?
2. Is the program being implemented with efficiency? Is there any deviation from the application of the stipulated laws and provisions?
3. Are the allocated resources enough? Are they being used actively?
4. Did the program make the expected revenues or not?
5. Is the accountancy system compatible with the principles and standards used in accountability?

The accountability of the process:

The accountability of the process focuses on the processes and the activities where the inputs (the traditional accountability) turned into outputs (the accountability of the program)

The accountability at the level of process can be achieved through many indicators and quantity criteria for the beneficiaries from a specific program and comparing it with the total number of the beneficiaries.

Participation in the good governance enhances the ability of the beneficiaries to influence on method of implementing the program that enables the individuals to communicate with the community resources and build their abilities to achieve positive revenues approaches to the so-called " strategic accountability". the accountability pays attention to the commitment of the organizations in their social role towards the environment where it practices the rights and towards the beneficiary citizens.



Unit Five

The democracy of leadership in the organization

First: the concepts

- Leadership: leadership is the ability to influence on the behavior of the individuals and groups or it is coordination process between the individuals and groups in order to achieve the goals.
- Democracy is a form of political governance based on devolution of power and majority rule or in other words is a system to make decisions and social policies through a group of institutions, authorities, procedures and guarantees that every citizen reaches majority age have equal right in decision making and the right to practice civil duties. Democracy ensures that the decisions are made as per the opinion of the majority with reserving the rights and freedom of the minorities.

Second: the skills of the leader:

there are some skills in the leader represent the psychological, social and organizational characteristics which create directed activity for the work of the individuals and groups. these skills are:

1. the overall perception skills: ability to leadership to comprehend all the activities of the work by linking the parts of the work
2. humanitarian skills: ability to interact, and that needs to know the desires and the motives and the effect on the groups in addition to identify the properties of the environment where the groups live.
3. technical skills: to know the approaches and methods of work

The manger and the leader

The main difference between the manger and the leader that the manager depends extremely on the authorized power given to him from the top of the hierarchy and the authority given to him is the outcome of the position he occupies. This frame is imposed on his group, meanwhile the leader derives his authority from the group which he belongs to. Thegroup under the manager work or dealt with based on fear or reward or punishment. the manger maintains his position and separates the group that he heads and keeps a great distance between him and them meanwhile the situation of the leader between the group is totally different, the group specifies the goals and the main condition for its sustainability is its cohesion.

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	The democratic leadership	The absolute leadership
Charac ters	<ul style="list-style-type: none"> ■ policies consist of decision making from a group as much as possible ■ the leader explains the goals and purposes ■ tries to get ideas and suggestions from his group ■ usually consults with his subordinates 	<p>all the policies and the measures are determined by the leader without explanation</p> <ul style="list-style-type: none"> ■ the instructions are delivered from the authority then the second step, the subordinates stay in darkness without any forecast for the future ■ the leader stays away from any participation with the group ■ the leader starts all the activities
The outco mes of using it	<ul style="list-style-type: none"> ■ morale is usually higher and the personnel in more friendly way ■ Relation between the leader and personnel is free and improves continuously . ■ loyalty to the group increases ■ waste time in discussion and the work star ■ its late ■ some do not cooperate ■ hard to achieve in emergency and urgency 	<ul style="list-style-type: none"> ■ morale goes down and the individuals become grumpy and aggressive ■ the individuals rely on the leader completely ■ work stops if the leader is absent ■ the system is so tight and the discipline becomes so extreme ■ there are many absentees from the personnel . ■ negative resistance

- **leadership and direction**

the authority and giving orders do not lead to implement the work in the right way or maybe there will be some failing to achieve the goals of the organization, so the managers have to be leaders in their communities when they are able to enable to practice their role but they should be cooperative with their subordinates and this cannot be achieved unless there is a system based on democracy.

Comparison between democracy and authoritarianism

We conclude our talk by saying the good leader is the one who can adapt himself for the needs of leadership everywhere. When necessary, he can settle a problem and be decisive and he is obeyed by his subordinates without any discussion. When the crisis is over, he can deal with the other in a more democratic way. He can estimate the real size of the person and uses more effective style with him and we can infer the democratic leadership in the NGOs from four indicators:

1. participation in decision making
2. elite turnover
3. the active participation of women
4. variety

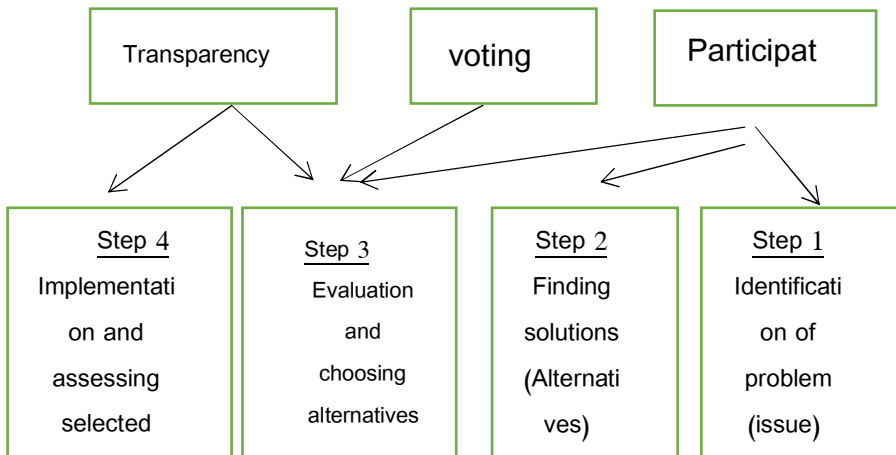
We are going to talk about the four indicators:

1. Participation in decision making: we confirm very important point, the participation of all the parties in decision making creates readiness for success and bear the consequences at the same time because they are partners in the decision making and not imposed on them by any party.

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The process of decision making is in four steps:

- specify and analyze the problem
- find the alternatives to address the problem
- evaluate the alternatives
- select the alternative (the decision)



From the previous information we can understand that the

Importance of the process of participation especially when going through the three steps in decision making. When the members participate in the decision making, we may have the alternatives and the participation plays a role to evaluate the solutions. Voting and election process concentrate on selection and accountability in the evaluation of the solution and the people in charge are accountable.

All the people relevant to the problem have to participate, if the problem was inside the organization, the participant personnel

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shall participate with the executive manager in the board, whether the problem belonged to the community, the community (beneficiaries) shall participate to determine and select their problems and find the alternatives to deal with.

2. Devolution of power: the idea of devolution of power is associated with the elections, which is considered the core of the democratic practice. The elections mean the way that the board of the assembly or the organization is formed and the more democratic; it will be on the right basis.

The following points must be taken into account:

- empower the members of the national association get the right to run for the membership of the board
- must be taken into consideration when the results of the election comes in the plurality
- Determine the period of membership afterwards the responsibilities to be transferred between the members and inside the board.
- this gives chance for bigger number of the individuals to participate and devolution the responsibility in the governance system

The importance of devolution of power:

- enhance affiliation: elections in the organizations as democratic communities is the cornerstone to enhance citizen's affiliation

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- giving legitimacy: elections give gives decision to legitimacy or the legitimate elected person and gives him the right to practice power
- chance to participate: elections provide the chance before the members of the general authority to make decisions
- Monitoring and evaluation: the general authority could monitor and evaluate the elected individuals namely the people whom they see suitable to run the affairs of the organization.
- the members get benefit from the rules of work in the organization's board
- all the members of the board gained experience from all the positions of the board
- different point of views contributes to develop the work and achieve it in the best way
- The entry of new members which ensures the continuity of the organization and renewing its powers.
 - the condition that must be existed in the election process:
 - in order to be hold elections and achieve the goals behind it, there must be some irreplaceable terms to reach a democratic community, these terms are:
- Privacy: the member expresses his opinion confidentially and there will not be any pressure on them.
- regularity: it is organized in certain times as stipulated in the list of the political system

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- Publicity: it is available for the people who meet the conditions of the election rules which mean they have the right to be elected without any discrimination or privileges.
- Competition: the candidates have the rights to express their attitudes without any limitation or discrimination and their freedom of expression should be in accordance with the law.
- equality: all the votes are equal regardless his/her affiliation
- individual ballot: organize voting process in a way allows to all the members of general authority to express their freedom of election
- direct ballot: organize voting in a way allows the members of general authority to elect their representatives directly without any mediation

3. the active participation of the women

This means support women in the non-feminist NGOs. The researchers suggest that the participation of the women declined in the local work, Due to many reasons:

- males are dominant in the familial system
- women engagement with the burdens of the family
- community reservation regarding woman participation

Concentration on woman participation to activate her efficiencies and abilities. Woman is considered as half of the community and the community cannot advance when its half is inoperative.

Participation means women should have real role in the board and the formed committees

4. diversity

Variety means multiplicity of the experiences and abilities in the board, for example

- age diversity as we see there are many young people work with elder people who have experience and they can get benefit from each other
- educational diversity as it includes all the educational levels and they can exchange information and experience between each other
- Vocational diversity includes the different majors and this diversity saves much effort for the members, for example, when there is a lawyer among them, there is no need to go to another lawyer for legal consultation and that would save the fees to be paid to another lawyer. if there is an expert in management that helps them to set up management plan for the organization and saves the fees to be paid to other experts.
- Gender diversity which gives the chance for the women to share the leadership with men.
- diversity may provide chances of multi-participation which support the board and enables it to play bigger roles with efficiency



Unit six

The structure of participation and empowerment

The importance of forming committees within the organization to enhance relations of the organization through creating joint atmosphere between the committees and the community

First: the structure of participation within the board and organization

- ✓ the committee is a group of the members has a specific responsibility to make decision and the committee participates in the management of the activities and the project of the organization and the importance of the committees is due to:
- ✓ gives the chance for discussion for creating new ideas
- ✓ train the members to be board members
- ✓ the committees work to find centers to explain the work of the organization and its objectives
- ✓ The committees help the boards to run the activities of the organization actively.
- ✓ Reduce stress and pressure on the board and its members.

The types of the committees

- ✓ advisory committees in charge of presenting the opinions and the suggestion
- ✓ executive committees in charge of execution of the activities
- ✓ there are permanent and temporary committees and each committee consists of three to five members and its formation is confirmed by a decision from the board
- ✓ executive committee: consists of the head , deputy, treasurer, general secretary and it is allowed to add a member or two members from the board which focus on the following issues
- ✓ tackle the urgent issues
- ✓ develop and approve financial and administrative policy
- ✓ study the submitted reports
- ✓ take part to set up the agenda for the board
- ✓ study the new projects before submitting them to the board
- ✓ interview and hire the employees of the organization

Third: the nature of these committees is different in addition to their objectives and their duration

- ✓ permanent committees
- ✓ committees for specific purposes
- ✓ sub-committees created from the permanent committees for specific purposes
- ✓ personal demands

The following includes explanation of the above mentioned committees

○ **Permanent committees:**

committees in charge of tasks according to the strategy of the organization. For example: committee for increase and activation of membership, networking committee for external relations, human resources development committee, funding committee, etc.

○ **Committees for specific purposes:**

temporary committees formed to study a case or specific issue or to facilitate the work or project. Its work is done when the issue is addressed or when the project ends. the committee's work is ongoing for sustainability

○ **Sub-committees:**

committees formed from bigger committees which have specific mission and submit the reports to the bigger committee. For example: the committee for studying allowance allocation for the staff of the organization. These sub-committees present a report about the tasks and work of the bigger committee which is human resources committee or the committee for the individuals affairs. More example: media and journalism committee for media opportunities research and this committee submits its report to marketing committee and general relations committee.

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Temporary groups/teams: committees are asked to do a task for one time like buying a building for the organization

Personal demands: special task or mission which a person is asked to do and that person is responsible before the board or before any permanent or temporary committees. Example: ask one of the board members to make a consultation with some donors to get to know their priorities and future plans for the organization.

How does the board assign a group to do a task?

Is the board able to do all these tasks? Is this task permanent or temporary? Which group is the most active one? Or any committees? Is this task can be better conducted by the whole board? Or specific committee or one group or one person?



Four channels of multi-participation and empowering within the NGO (personnel- volunteers)

Management by participation means that the personnel are effective and role in decision making. This means that not only the manger have the role in decision making. The personnel analyze, present recommendations, suggestions in the management system which works based on participation. The manger has the final word in decision making but the personnel have a great influence in decision making.

- The advantages of participation: the performance of the organization betters if the staffs have loyalty and respect organization. if the staff feels that his opinion is heard and the decisions are made through his advisory, he will respect the organization. The decision is better made when there is participation from experts and people have experience.
- Methods how to guide and direct for participation: if you set up a plan to increase the number of the employees in decision making and management, we do encourage you and you may employ many ways to make your organization more participative.
- Attention: listen to the staff and ask for their opinions seriously, respect them and then you see they respect themselves and the institution and they respect you more. The staff will be more productive, management by participation means the manger cares for his staff.

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– **job description cards:** job description cards is considered a chance for participation in management because many times when the job description is written by an expert or by the organization, does not express the real tasks that the employee conducts. The regular revisions for the job descriptions and making amendments from time to time might reflect the changes in the responsibilities. When the amendment in the job description is approved, then it will be signed by both parties.

– annual evaluation: annual evaluation for the staff in the organization (if it is done correctly) is considered a useful way to study the success, failings, lessons learned and getting the suggestions which might be inserted to the next year plan. Annual evaluation is a good tool for participation in management.

– Attract and empowering the volunteers

Volunteer is the person who allocates a part of his time and effort to do a work for the benefit of the community or for public interest.

• You have success to involve the people in the activities of the association through inviting the volunteers during the implementation of the activities and use the energies, the resources of the people to achieve the letter of the association. make sure that there is useful activity before inviting the volunteers and this can be done by presenting a case to the audience and talk about the part of that task to be assigned to the volunteers, the volunteers should have a positive feeling in participation such as:

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- the joy of participation
- feel the importance of the task they do
- make sure that the organization is able to merge the volunteers into its activities and to appreciate their attention
- Charitable associations and social voluntary entities need the effort of the people to contribute in the projects and the programs. Attracting the volunteers to the associations might reduce the financial burden and at the same time delivers the message of the organization to the local community.

Steps how to work with the volunteers

- Design and prepare programs and projects. the programs for attracting the volunteers should be ready
- the program should be appropriate for implementation at any time
- Prepare job description for each volunteer according to the job he/she performs.
- Make an announcement locally about the need of the organization to volunteers through advertisements, banners or through volunteers work with the organization.

The organization selects an efficient person amongst its staff and calls him/her the volunteers' organizer or the volunteers coordinator and the following tasks assigned to him/her

- a. prepare a form dedicated for the volunteers and the form to be called (volunteer application)
- b. when the applicant give the form after filling it, the forms to be delivered to the volunteers coordinator for study and make clarifications to them

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- c. the coordinator sets up appointment for the volunteers
- d. the coordinator welcomes the volunteer and interviews him/her
- e. the coordinator revises the application with the volunteer
- f. The coordinator asks the volunteer some basic questions, why you want to volunteer with us? He asks him about his interests with asking any personal questions.
- g. After the volunteer leaves, the coordinator decides if he is fit for work or no.

If there is an agreement between the volunteer and the institution, the following steps are taken

- 1- the coordinator contacts the volunteer to determine the time of work
- 2- the coordinator introduces the volunteer to the staff
- 3- Training program to be set up for the volunteer afterwards.

Third: directing volunteers and provide necessary training courses

- a. directing and guidance is given to every volunteer
- b. directing and guidance is given to the volunteers many times a year
- c. a paper of guidance and directing is given to the volunteer (separate paper)
- d. the staff who is in charge of educating and guiding the volunteer explains everything related to his work (reception, fundraising, case studies. etc.)
- e. the staff answer all the questions asked by the volunteer and this needs explanation, directing, support the volunteer

psychologically because he may have strange feelings at the beginning, there must be a help to pass the first phase successfully and empower him to face the challenges

Fourth: information records

: All the data and records and the work of the volunteer to be kept in the organizations records through the supervision of the organizer and coordinator

Fifth: appreciation and reward the volunteers

This part is very important because it encourages the volunteer to work harder and be more dedicated, he spends longer time with the organization, and he encourages the others to voluntary work. The forms of appreciation and reward are as follow:

1. invite them to parties, interviews and the meetings of the association
2. invite them as honor guests and present awards to them for the efforts they made
3. the staff provide help to the volunteer at any time when necessary
4. Present ongoing help to the volunteer.

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